DOCUMENT RESUME

ED 174 288 **JC 790 467**

AUTHOR	Wagoner, Kathleen P., Comp.
TITLE	Word Processing Career Opportunities.
INSTITUTION	Ball State Univ., Muncie, Ind.
PUB DATE	Jul 77
NOTE	43p.
AVAILABLE FROM	Ball State University Bureau of Business Research, College of Business, Ball State University, Muncie, IN 47306 ($2.00 advance payment, $2.50 if billed)
EDRS PRICE	MF01 Plus Postage. PC Not Available from EDRS.
DESCRIPTORS	*Clerical Occupations; Demand Occupations; *Employment Opportunities; Job Market; Manpower Needs; *Occupational Information; *Office Occupations Education; *Postsecondary Education
IDENTIFIERS	*Word Processing

ABSTRACT

Word processing, a system for improved communication through the use of skilled personnel, revised procedures, and automated equipment, is creating new jobs and changing traditional ones. This pamphlet, intended for business managers and educators, was created to present information concerning new office structures, job descriptions, and career opportunities for those associated with word processing. Five sets of materials, supplied by different business and service organizations, list organization charts and job descriptions for personnel performing word processing functions. The first set is a general framework for job descriptions supplied by the International Word Processing Association (IWP). The second set of descriptions illustrates the structure and job duties in a large organization having centralized processing systems. Another chart of positions is supplied by the United States Army to illustrate job opportunities in the military. The fourth set of materials presents job descriptions from an organization with a decentralized structure, and the last set provides information concerning some of the new types of positions and career opportunities available in the word processing field. (DR)

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ED174288

WORD PROCESSING

CAREER OPPORTUNITIES

COMPILED BY
KATHLEEN P. WAGONER

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JC 790 467

July, 1977
Bureau of Business Research
College of Business
Ball State University
Muncie, IN 47304

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INTRODUCTION

WORD PROCESSING, a relatively new development, is creating different positions and changing traditional ones. Why? How? What is word processing that it has such an effect? Word processing in its simplest form is the creation of documents on automatic typewriters. That definition views word processing as a tool which changes the manner in which the same old job is performed. Automation of the typing function is only one part of what word processing can be. Word processing is a systems approach to dealing with WORDS during the various stages in the flow of communication from their creation, as ideas of the originator, to their arrival with the final end user or placement into storage for future use.

Word processing is the heart of a system for the eventual integration of many traditionally separate but related office functions. Word processing is a system for improved information processing through the use of skilled people, revised procedures, and automated equipment. Most importantly, an effective word processing system can increase clerical productivity substantially and hence, lead to a significant reduction of costs. Increased productivity and cost reductions will not result from the use of equipment alone. They result from a conceptual change about the flow of words which yields new procedures and new office structures that use people more effectively than in the past.

This pamphlet was created to present information concerning new office structures, job descriptions, and career opportunities for those people in word processing. All organizations do not, and should not develop office systems and structures in the same way because each organization is different; the number of positions needed and the tasks to be performed should vary. Job descriptions in this pamphlet should be a source of information for business and education, rather than a pattern to follow.

Business and education should find useful evidence of the differences in structure between the traditional office and the office where new structures provide more opportunities for clerical workers. Businesses should find sufficient detail in the job descriptions to guide them in developing job titles and descriptions. Teachers should find the detailed job descriptions helpful in determining skills and knowledges their students will need. The needed job skills and requisite personal qualities provide a good basis for course and curriculum development.

The first set of materials (printed on bright yellow) is not representative of any one company but is that used by the Internation Word Processing Association (IWP) to present a general overall framework. The chart is intended to provide a picture of possible positions in an organization implementing the full Word Processing/Administrative Support (WP/AS) concept. Used in the IWP 1977 Salary Survey, the job descriptions are purposely both numerous and stated in broad terms so that survey respondents can select those which most nearly fit their own situations. This information provides the broad conceptual view.

The second set of materials (printed on blue) is from Blue Cross-Blue Shield of Indiana and is included to provide information about the structure and specific job duties in a large organization having centralized

word processing. The last two job descriptions--for Supervisor, Graphics Preparation, and Graphics Processor--are indicative of some of the developing positions brought about by the integration of the previously separated functions of typing and graphics or reproductive services.

The third set of materials (printed on green) is from the U.S. Army. The chart of positions was developed by the Department of the Army to illustrate its concept for career progression including grade levels. The detailed job descriptions were originally developed for the U.S. Army Enlisted Records Center, Centralized Correspondence Branch, Fort Benjamin Harrison, Indiana.

The position of Management Assistant is representative of that attained by a former Word Processing Supervisor. Such an experienced and well-qualified individual can play a key role as the Army conducts feasibility studies and implements additional Word Processing Centers. The post of Management Assistant is indicative of the kinds of career opportunities presently available in the word processing field.

The detailed Army job descriptions illustrate the integration within word processing of the typing, transcribing, and communication functions. Levels of positions are readily apparent in the GS-4 and GS-5 Clerk-Dictating Machine Transcriber positions where the major difference in grade is whether the terminology is recurrent or highly specialized.

The fourth set of materials (printed on pink) provides information concerning the word processing/administrative support structure of positions at Ball Corporation's International Headquarters in Muncie, Indiana. In contrast to Blue Cross-Blue Shield, which is centralized, Ball Corporation utilizes a decentralized series of Management Support Centers with centralized management. Administrative secretaries, however, report directly to their principals. Each Management Support Center has a Service Center Clerk to perform other clerical functions such as copying, distributing mail and supplies, etc., as well as the more traditional word processing positions. In reviewing the operating structure and job descriptions of Ball Corporation, it is important to keep in mind that the needs of the different satellite centers and/or executives have been provided for with different types of positions. For example, note the inclusion of position descriptions for both Management Support Zone Supervisors and Coordinators. Appointment to these positions is largely determined by the size of the particular Support Center and the nature of the work to be performed. Administrative Secretarial positions also offer contrasts largely determined by the number of principals to be supported and the nature of the work to be performed by the secretaries and the executives they support.

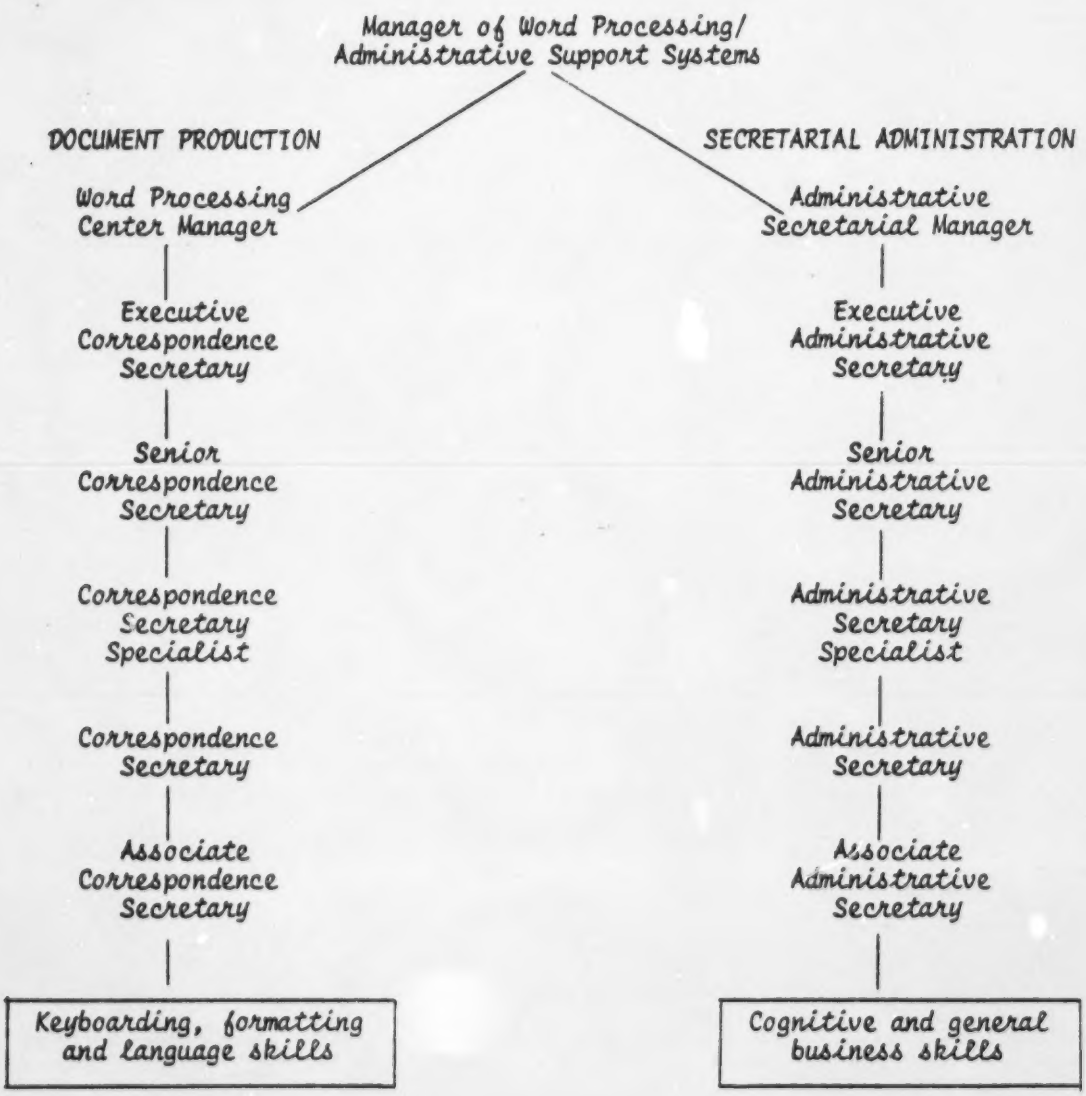
The last set of materials (printed on pale yellow) is from Redactron Corporation, a subsidiary of Burroughs Corporation. It provides information concerning some of the entirely new types of positions and career opportunities available in the word processing field. Marketing Support Representatives (or Marketing Service Representatives as they are called in some companies) play an important role in the sales and educational functions of many word processing vendors. These descriptions, too,

indicate that actual job duties are likely to vary according to the size of the branch and its needs.

The career opportunities in word processing are many and varied and should provide exciting new challenges for the office employees of tomorrow--in the office of the future.

I would especially like to express my appreciation to the individuals who supplied job descriptions. Such cooperation helps to provide us all with the knowledge necessary to make the transition from the office of today to the office of tomorrow.

SUGGESTED SECRETARIAL CAREER PATHS



INTERNATIONAL WORD PROCESSING ASSOCIATION

JOB TITLES AND DESCRIPTIONS
(From 1977 Salary Survey)

CORRESPONDENCE CENTER

A. *ASSOCIATE CORRESPONDENCE SECRETARY*

Entry level position for secretaries having little or no prior word processing experience. Trains on equipment, transcribes from dictating equipment (if applicable) as well as types from rough work with average speed and skill. Is experienced in typing letters, reports, etc., involving a normal range of business formats and vocabulary.

B. *CORRESPONDENCE SECRETARY*

Has qualifications of Positions A and has several years of experience as an operator of magnetic media equipment or a substantial secretarial background. Can handle special correspondence reports, and presentations. Meets established quality standards, procedural requirements and production deadlines. Is familiar with company standards and practices.

C. *SENIOR CORRESPONDENCE SECRETARY*

Has full mastery of Position B and in addition performs special projects of all types with above average speed and accuracy. Has thorough knowledge of all work applications.

D. *LEAD CORRESPONDENCE SECRETARY or ASSISTANT SUPERVISOR*

Combines the qualifications of Position C with supervisory responsibilities. Gives guidance to other correspondence secretaries on technical or procedural problems. Directs work flow. Has appreciation of overall goals of the word processing center.

E. *PROOFREADER*

Proofreads typed copy for text content, spelling, punctuation, grammar and typographical errors. May be responsible for setting grammar and format standards, guidance and/or training of secretaries and principals.

F. *SUPERVISOR, CORRESPONDENCE CENTER*

Responsible for direct operation of a correspondence center (or section within a very large center). Coordinates and schedules work for maximum utilization of correspondence secretaries and equipment. Acts as technical expert in areas of procedures, equipment, and work flow. May act as liaison to and/or trainer of principals. May also be responsible for production reports, budgets and upgrading of equipment.

G. *MANAGER, CORRESPONDENCE CENTER*

Responsible for overall operation of a correspondence center, including managerial and technical guidance of supervisor(s) reporting to this person, personnel administration, user liaison and training, evaluation, design and implementation of future WP systems. Also is responsible for budgets, production reports and coordination of services with Administrative Support (if applicable).

H. *MANAGER, WORD PROCESSING*

Has all qualifications of Position G as well as additional non-WP responsibilities such as print shop, or mail services, special secretarial services, copy center, or graphics operation, etc.

ADMINISTRATIVE SUPPORT CENTER

AA. *ASSOCIATE ADMINISTRATIVE SECRETARY*

Entry level position for people with little or no secretarial experience (mail, filing, telephone, clerical, etc.). Little or no typing required. Major responsibilities directed toward most routine functions of office such as copying, filing, maintaining calendars, etc. Provides administrative support for principals or a specific function.

BB. *ADMINISTRATIVE SECRETARY*

In addition to qualifications of Position AA, has proven record of performance. Is capable of working as part of a team for a group of principals or in conjunction with a specific function. Is qualified to compose and/or edit work for principals and uses correspondence support facilities as a principal (when applicable).

CC. *SENIOR ADMINISTRATIVE SECRETARY*

Has qualifications of Position BB. Can handle variety of special projects and is fully aware of company standards and practices. May serve as group leader to small team of administrative secretaries, scheduling workflow of that group.

DD. *LEAD ADMINISTRATIVE SECRETARY or ASSISTANT SUPERVISOR*

Has qualifications of Position CC along with supervisory responsibilities. Administers work flow to team of administrative secretaries. Recommends and initiates new methods for handling administrative duties.

EE. *SUPERVISOR, ADMINISTRATIVE SUPPORT*

Has direct responsibility for group of administrative support secretaries. Schedules and maintains workloads. Responsible for liaison with and training of users. Determines and recommends appropriate secretarial staffing, prepares management reports, administrative budget, goals and objectives.

FF. *MANAGER, ADMINISTRATIVE SUPPORT*

Has full responsibility for all administrative support. Works closely with administrative supervisor(s) reporting to this person in developing and coordinating administrative support systems that are consistent with the organization's goals and objectives. Evaluates, designs and implements future enhancements to the administrative support system such as better filing, telephone or mail services. Has total awareness of and involvement in company's policies and procedures.

GG. *MANAGER, ADMINISTRATIVE SUPPORT+*

Along with the qualification of Position FF, has additional responsibilities such as mail services or file room, library, copy center, etc.

HH. *MANAGER, SECRETARIAL SERVICES*

Has total responsibility for all correspondence and administrative support for the organization with Managers of Correspondence and Administrative Support reporting to this person. Highly involved in company's decisions relative to secretarial support. Has overall responsibility for evaluation, design and implementation of future secretarial programs.

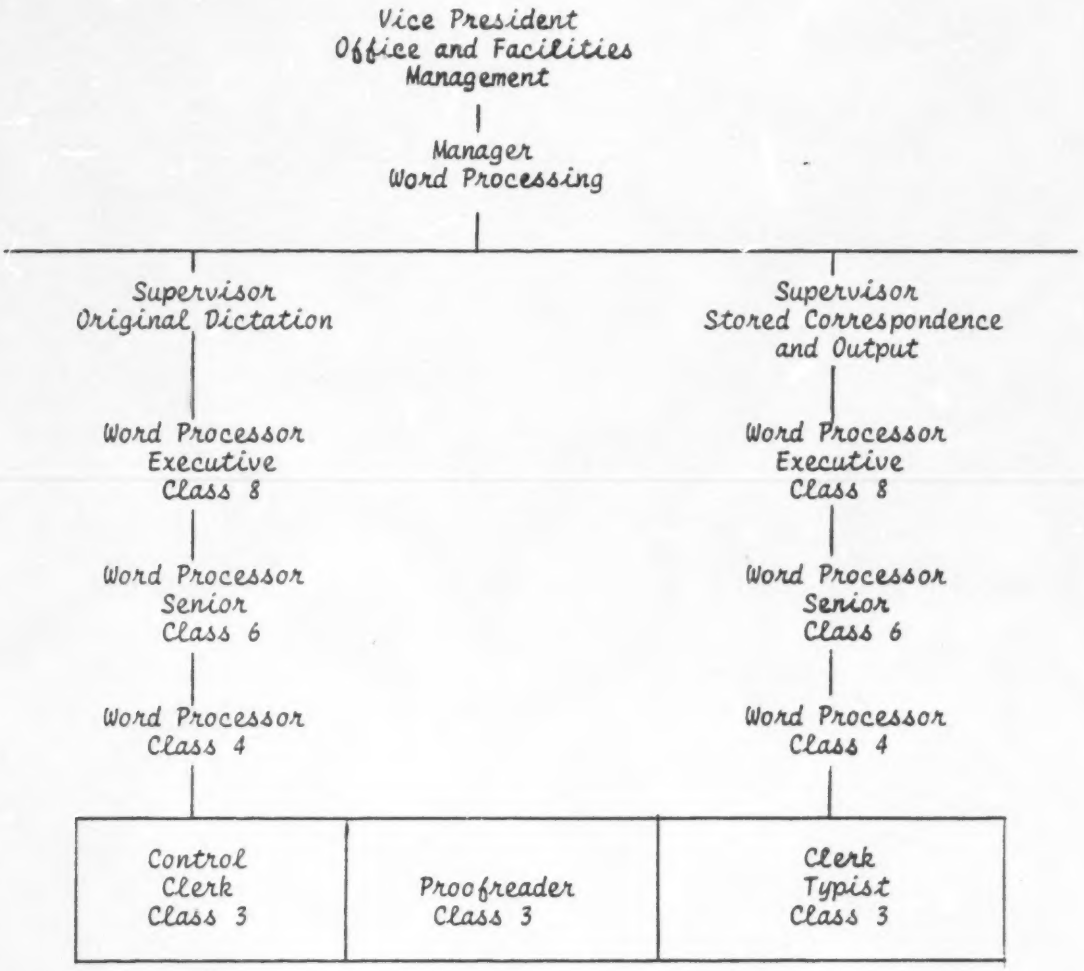
II. MANAGER, ADMINISTRATIVE SERVICES

Beyond total responsibility for secretarial support has additional responsibilities for other major administrative departments such as microfilm, print shop, purchasing, records retention, etc.

JJ. STAFF ANALYST

Responsible for consulting with and assisting correspondence and administrative support supervisors and managers. Generally reports to Manager, Secretarial Services. Conducts studies, reviews operations, determines and recommends appropriate staffing, procedures and equipment.

CAREER PATHS*



*Blue Cross-Blue Shield, Indianapolis, Indiana

JOB TITLES AND DESCRIPTIONS

INDIANA BLUE CROSS AND BLUE SHIELD

MANAGER, WORD PROCESSING

Function

1. Under the direction of the Director, Office Services, manages the activities of the Word Processing Center which includes the Original Dictation, and the Stored Correspondence and Output Units.
2. Recommends appropriate methods, quality standards, and time limits for processing documentation for typing.
3. Coordinates with all user personnel proper application of dictation systems and procedures.

Responsibilities

Within the limits authorized by the Director, Office Services, be responsible for and have commensurate authority to accomplish the following:

Organizational

1. Maintains the capability of the Word Processing Section in the Company for carrying out its assigned objectives within the limits of approved policy and budgets.
2. Reviews the performance and sees that improvements are made to strengthen the section when needed.
3. Recommends changes in the amount of manpower necessary to carry out the section's assigned objectives.
4. Recommends to superior the employment, promotion, transfer, change in compensation, or discharge of personnel supervised.
5. Assures that position descriptions for personnel supervised are understood and maintained; that personnel assigned understand their jobs and are properly trained; and that performance standards are developed, maintained and met.
6. Sees that activities supervised are coordinated with other departments whenever such coordination is required.
7. Assists in the development of procedures, systems, directives and budgets according to Corporate functional direction and organizational needs.
8. Participates in Company planning as directed by authorized Corporate functional component.

Operational

1. Provides complete typing support for all departments including executive correspondence, letters, memos, statistical layouts, forms, checks and any other typing application specified.
2. Establishes and maintains workload requirements of the Word Processing Center.
3. Maintains quality standards by conducting proofreading of finished copies.
4. Reviews new applications from user departments and coordinates their requirements with the capability of the Word Processing Center.
5. Maintains proper liaison between the Word Processing Center and the document originators to insure desired results.
6. Maintains controls for production equipment, manpower and supplies.

7. Instructs user personnel in the operation of the dictation systems and the procedures to be followed in requesting work to be performed by the Word Processing Center.
8. Prepares and submits reports to allow proper cost allocation to the various departments of the Company.
9. Evaluates existing equipment, methods and applications to determine efficiency and quality and recommends changes as required.
10. Deals with supplies and equipment vendors as necessary and within the limits of his responsibility.
11. Performs other projects and assignments as requested by superior at his discretion.

General

1. Maintains a program of self-improvement to prepare for advancement.
2. Assures that assigned personnel comply with Corporate policy.
3. Keeps posted on any significant factors affecting responsibility.
4. Follows up on the use of equipment, manpower and material to be sure that effective use is being made.
5. Maintains an effective program of "three-way" communications in area of responsibility.

Relationships

1. Reports directly to the Director, Office Services in fulfilling the responsibilities of this position.
2. Contacts Company personnel as necessary, has contact with necessary management and executive personnel.
3. Contact with equipment sales and service personnel as necessary.

Supervision

1. Supervisor, Original Dictation.
2. Supervisor, Stored Correspondence and Output.

SUPERVISOR, STORED CORRESPONDENCE & OUTPUT

Function

1. Under the direction of the Manager, Word Processing, supervises the activities of the Stored Correspondence and Output Unit.
2. Assures the timeliness and quality of stored correspondence typing and the composition of prerecorded output into finished hard copy.
3. Coordinates work with the Original Dictation Unit.

Responsibilities

Within the limits authorized by the Manager, Word Processing, be responsible for and have commensurate authority to accomplish the following:

Organizational

1. Maintains the capability of the Stored Correspondence and Output Unit in the company for carrying out its assigned objectives within the limits of approved policy and budgets.
2. Reviews the performance and sees that improvements are made to strengthen the unit when needed.
3. Recommends changes in the amount of manpower necessary to carry out the unit's assigned objectives.
4. Recommends to superior the employment, promotion, transfer, change in compensation, or discharge of personnel supervised.
5. Assures that position descriptions for personnel supervised are understood and maintained; that personnel assigned understand their jobs and are properly trained; and that performance standards are developed, maintained and met.
6. Sees that activities supervised are coordinated with other departments whenever such coordination is required.
7. Assists in the development of procedures, systems, directives and budgets according to corporate functional direction and organizational needs.
8. Participates in company planning as directed by authorized corporate functional component.

Operational

1. Provides for the typing of all stored correspondence and large volume form letters for all departments.
2. Provides for output of all stored correspondence for all departments.
3. Assures correction of typographical and dictation errors as required.
4. Maintains quality control, providing for proofreading of all work leaving the Stored Correspondence and Output Unit.
5. Assures maintenance of adequate logs and controls for all work coming into unit and all outputs of the unit.
6. Delivers final finished hard copy to the dictator or user area via the established delivery system.
7. Prepares and submits activity and volume reports used in cost allocation and determination of performance of the unit.
8. Recommends changes in existing equipment and methods to increase efficiency and quality.

9. Instructs and trains personnel as required in operation of systems and procedures to be followed in operation of all MTST machines.
10. Determines the proper configuration of MTST machines per operator.
11. Performs other projects and assignments as requested by superior at his discretion.

General

1. Maintains a program of self-improvement to prepare for advancement.
2. Assures that assigned personnel comply with corporate policy.
3. Keeps posted on any significant factors affecting responsibility.
4. Follows up on the use of equipment, manpower and material to be sure that effective use is being made.
5. Maintains an effective program of "three-way" communications in area of responsibility.

Relationships

1. Reports directly to the Manager, Word Processing in fulfilling the responsibilities of this position.
2. Contacts company personnel as necessary.

Supervision

1. Supervises all personnel assigned to the unit.

SUPERVISOR, ORIGINAL DICTATION

Function

1. Under the direction of the Manager, Word Processing, supervises the activities of the Original Dictation Unit.
2. Assures that all original dictation and hard copy is typed on a timely basis and is of acceptable quality.
3. Coordinates work with the Stored Correspondence and Output Unit.

Responsibilities

Within the limits authorized by the Manager, Word Processing, be responsible for and have commensurate authority to accomplish the following.

Organizational

1. Maintains the capability of Original Dictation Unit in the Company for carrying out its assigned objectives within the limits of approved policy and budgets.
2. Reviews the performance and sees that improvements are made to strengthen the unit when needed.
3. Recommends changes in the amount of manpower necessary to carry out the unit's assigned objectives.
4. Recommends to superior the employment, promotion, transfer, change in compensation, or discharge of personnel supervised.
5. Assures that position descriptions for personnel supervised are understood and maintained; that personnel assigned understand their jobs and are properly trained; and that performance standards are developed, maintained and met.
6. Sees that activities supervised are coordinated with other departments whenever such coordination is required.
7. Assists in the development of procedures, systems, directives, and budgets according to Corporate functional direction and organizational needs.

8. Participates in Company planning as directed by authorized Corporate functional component.

Operational

1. Provides for the typing of all original dictation and original hard copy for all departments including executive correspondence, letters, memos, statistical layouts, house organs, forms, checks, and any other original typing application specified.
2. Controls the work flow of original drafts and magnetic tapes to output for final composing into finished hard copy.
3. Maintains the capability of taking original drafts to finished hard copy within own unit with use of MTST machines and returning finished hard copy to send area.
4. Provides for correction of typographical and dictation errors and for retyping of finished hard copy at senders discretion.
5. Assures maintenance of adequate logs and controls of all work coming into unit and all output of the unit.
6. Provides adequate security for typing of executive correspondence and all other confidential material.
7. Prepares and submits activity and volume reports used in cost allocation and determination of performance of the unit.
8. Recommends changes in existing equipment, methods, and work standards to increase efficiency and quality.
9. Instructs and trains personnel as required in operation of systems and procedures to be followed in operation of all MTST machines.
10. Provides for the operation and control of all dictation machines, and the logging of all work coming into the Word Processing Section.
11. Performs other projects and assignments as requested by superior at his discretion.

General

1. Maintains a program of self-improvement to prepare for advancement.
2. Assures that assigned personnel comply with Corporate policy.
3. Keeps posted on any significant factors affecting responsibility.
4. Follows up on the use of equipment, manpower and material to be sure that proper use is being made.
5. Maintains an effective program of "three-way" communication in area of responsibility.

Relationships

1. Reports directly to the Manager, Word Processing in fulfilling the responsibilities of this position.
2. Contacts Company personnel as necessary, and have contact with some management personnel.

Supervision

1. Supervises all personnel assigned to the unit.

OFFICE - CLERICAL JOB DESCRIPTIONS

WORD PROCESSOR - EXECUTIVE

Function

Transcribes from hard copy or transcriber and types on recording typewriter all general and confidential correspondence for executive staff and for government auditors and all corporate personal and confidential correspondence.

Duties

1. Transcribes from hard copy or transcriber and types on recording typewriter all executive and government auditor correspondence, general or confidential, and all corporate personal and confidential correspondence.
2. Composes letters on recording typewriter as requested by executive staff and government auditors.
3. Proofreads hard copy for correct content, grammar, spelling, punctuation, format, etc., as well as typographical errors.
4. Sets up MTSC and monitors output for correct form and print out on all executive and government auditor correspondence, and all corporate personal and confidential correspondence.
5. Handles all revisions and modifications required in assigned correspondence.
6. Forwards or hand carries final copy directly to the originator.
7. Maintains assigned records and logs.
8. Assists other employees in center as required.
9. Assists in upgrading procedures by recommending improvements and new standards.
10. Increases knowledge of all center operations through cross training.
11. Assists supervisor in the logging and/or preparation of routine departmental reports.
12. Meets with executive staff personnel to discuss preparation details of assignments.
13. Performs other duties as assigned.

WORD PROCESSOR - SENIOR

Function

Transcribes and types all original correspondence on MTST tapes for future use. Proofreads hard copy for proper content, grammar, spelling, punctuation, etc. to create an error-free MTST tape and final document. Monitors output equipment for proper format and print out.

Duties

1. Transcribes, types and records original correspondence on MTST. Formats correctly to create an error-free MTST tape. Monitors output equipment to produce original and prerecorded documents and letters.

Selects proper letterhead, necessary carbons and master library tapes as required.
2. Proofreads rough draft for correct content, grammar, spelling, punctuation, etc., as well as typographical errors. Proofs final copy during playout for format or machine error.
3. Handles all revisions required for original correspondence and modifications to prerecorded libraries.
4. Handles corporate level correspondence, including confidential and graphics.
5. Forwards to appropriate supervisor.
6. Maintains assigned records and logs.
7. Assists other employees in section by answering questions as required.
8. Assists in upgrading procedures by recommending improvements and new standards.
9. Increases knowledge of all Center Operations through cross training.
10. Performs other duties as assigned.

WORD PROCESSOR

Function

Records variable information such as names and addresses according to procedures defined, assuring correct recording of instruction codes. Proofreads for accuracy or prepares in final format the MTST tapes processed in the Output Section. Monitors output equipment for proper form and print out.

Duties

1. Reads specific instructions for the job.
2. Sets up MTST or MTSC with paper, margins, etc. according to procedures to prepare tapes for proper playout.
3. Records variable information according to the procedures for the appropriate tape, and recording in rough draft speed.
4. Proofreads rough draft for typographical and coding errors and correct format. Proofs final copy for format and machine error.
5. Corrects tapes or variables as necessary.
6. Monitors output equipment and tapes to produce original and pre-recorded letters and documents. Selects proper letterhead, necessary carbons and master library tapes as requested.
7. Maintains records as assigned.
8. Increases knowledge of all Center Operations through cross training.
9. Performs other duties as assigned.

SUPERVISOR, GRAPHICS PREPARATION

Function

1. Under the direction of the Manager, Procedures and Forms Control, supervises the Graphics Preparation Unit.
2. Provides support to the company-wide manual systems, procedures and manuals programs through the design of forms and preparation of master copies for reproduction.
3. Provides artistic services for the Corporation.
4. Provides composition of all corporate graphics, including official documents and publications.

Responsibilities

Within the limits authorized by the Manager, Procedures and Forms Control, be responsible for and have commensurate authority to accomplish the following:

Organizational

1. Maintains the capability of the Graphics Preparation Unit in the company for carrying out its assigned objectives within the limits of approved policy and budgets.
2. Reviews the performance and sees that improvements are made to strengthen the unit when needed.
3. Recommends changes in the amount of manpower necessary to carry out the unit's assigned objectives.
4. Recommends to superior the employment, promotion, transfer, change in compensation, or discharge of personnel supervised.
5. Assures that position descriptions for personnel supervised are understood and maintained; that personnel assigned understand their jobs and are properly trained; and that performance standards are developed, maintained and met.
6. Sees that activities supervised are coordinated with other departments whenever such coordination is required.
7. Assists in the development of procedures, systems, directives and budgets according to corporate functional direction and organizational needs.
8. Participates in company planning as directed by authorized corporate functional component.

Operational

1. Directs the design, layout, composition and proofing of forms.
2. Directs the formatting, composition and paste up of masters for printing forms, procedures, manuals, booklets, official documents, etc.
3. Coordinates proofing of masters for printing and the gaining of approvals of printing masters.
4. Communicates with other company personnel concerning problems with or exceptions to material preparation.
5. Assures compliance with BCA guidelines on the use and placement of Blue Cross and Blue Shield symbols, signatures, logotypes and service marks.

6. Provides services for the preparation of charts, graphs, signs, and posters.
7. Provides creative artistic services for the enhancement of publications, displays and presentation material.
8. Maintains plate files for all forms, official documents and promotional material.
9. Assists in establishing style and format for charts, graphs, official documents and publications.
10. Provides consolidation of business forms.
11. Coordinates the gaining of approvals after the materials have been prepared.
12. Prepares and submits periodic reports reflecting unit activities and status.
13. Performs other projects and assignments as requested by superior at his discretion.

General

1. Maintains a program of self-improvement to prepare for advancement.
2. Assures that assigned personnel comply with corporate policy.
3. Keeps posted on any significant factors affecting responsibility.
4. Follows up on the use of equipment, manpower and material to be sure that effective use is being made.
5. Maintains an effective program of "three-way" communications in area of responsibility.

Relationships

1. Reports directly to the Manager, Procedures and Forms Control in fulfilling the responsibilities of this position.
2. Contacts company personnel as required.
3. Contacts outside organizations or agencies as necessary.

Supervision

1. Supervises Forms Designer, Artist and all non-exempt personnel assigned to the unit.

GRAPHICS PROCESSOR

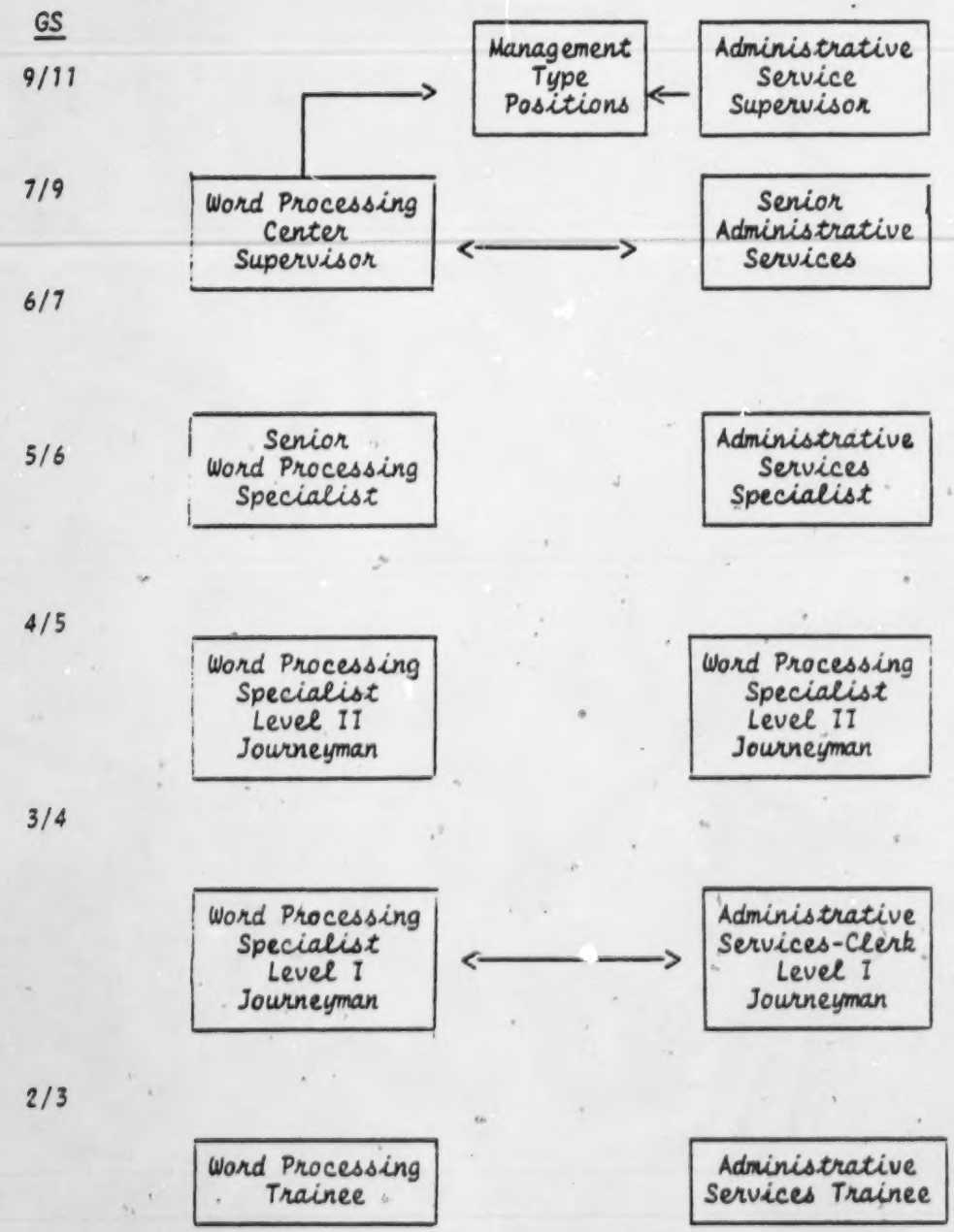
Function

Prepares graphics master copies according to specifications by performing related typing, proofreading and operation of graphics preparation equipment.

Duties

1. Types or transcribes graphics texts on editing typewriter.
2. Selects and types codes to control formatting, type style and size, and leading according to specifications.
3. Proofreads typed hard copy for text content, spelling, punctuation, grammar, typographical errors, and for program coding errors, corrects tape as necessary.
4. Operates Singer Graphics System equipment, including cassette reader, phototypesetter, and film developer, to produce camera ready printing master.
5. Proofreads and corrects master, forwards to requester.
6. Programs phototypesetter to obtain computerized storage of selected formats and texts.
7. Maintains and revises graphics formats and texts stored in computer or tape cassette library.
8. Cleans and adds chemicals to developer and dryer as necessary.
9. Assists in planning graphics layouts as assigned.
10. Maintains prescribed records and logs.
11. Performs other duties as assigned.

U. S. A R M Y
Word Processing Positions
(from DA PAM 340-2)



Sample Career Progression

DEPARTMENT OF THE ARMY, U.S. ARMY FINANCE AND ACCOUNTING CENTER
FORT BENJAMIN HARRISON, IN 46249

JOB DESCRIPTIONS

MANAGEMENT ASSISTANT - GS-7*

Supervisory Controls

Supervision is general, supplemented occasionally by minimal preliminary instructions normally limited to the scope and objectives of assignments to be accomplished and, as appropriate, a projected review of unusual problems that may be encountered. Work in progress is reviewed only when deviations from established procedures and methods are necessary. Completed work is reviewed on a sample basis through evaluation of reports and finished products. Performance is evaluated on the basis of accuracy, timeliness of completed projects, and effectiveness of overall support functions.

Major Duties

Independently, in support of an individual management analyst or a team of management analysts who may be engaged in one or more projects and/or functional assignments, performs a combination of clerical and technical support work requiring a highly developed and extensive practical knowledge of the purpose, operation, methodologies and techniques of management analysis functions in addition to a moderate capability for analysis and evaluation of primary considerations initially encountered in complex and difficult assignments. In this respect, the incumbent:

1. Conducts methods or procedures studies to gather information and to recommend correction of a specific problem in a single organizational unit such as Retired Pay Operations, Centralized Pay Operations, etc.

2. Makes workflow studies confined to one organizational unit or a segment of a large operation to prepare reports recommending standard work simplification procedures. Documents existing systems and procedures for inclusion in the USAFAC Systems and Procedures Manuals which cover the Retired Pay System, JUMPS-Army System, etc.

3. Searches through files and other reference material, organizes and presents factual information. Studies flow of documents to determine elapsed time from origination to completion, and whether compliance is being made to established procedures.

4. Applies technical knowledge and expertise of financial and/or accounting systems such as retired pay, JUMPS, and/or transportation in accomplishing the above duties. Provides guidance and/or recommendations to individual management analyst or a team of management analysts who are responsible for maintaining USAFAC systems and procedures manuals.

Performs other duties as assigned.

WORD PROCESSING CENTER SUPERVISOR - GS-7

Supervisory Controls

Supervisory controls consist of assignment of responsibility for operations of the Centralized Correspondence Branch following pertinent administrative and technical regulations and manuals. The incumbent performs day-to-day operations on own initiative, with responsibility for keeping superior informed of problems and progress. The work is evaluated on the basis of the nature of compliments/complaints received from product users and on observation of efficiency.

Major Duties

The purpose of the Centralized Correspondence Branch is to accomplish volume production of typed material by use (along with other special equipment) of electric typewriters equipped with magnetic tape "readers". The end-product may be a single item such as an Army Regulation, certificate, roster, letter, report, or it may be a series of related items such as replies to a number of inquiries on the same subject.

1. Serves as Branch Chief, planning, directing, organizing and coordinating complete operation for 10 to 14 individuals. Plans workflow of the Branch to provide for positive case control, a minimum of handling steps, and review for accuracy of end product, taking into consideration identification and immediate action on urgent cases, timely completion of deadline cases, and the advantages of grouping like cases in convenient assignments. Develops general operating procedures and outlines assignment areas, specifically assisting and resolving problems of the Work Flow Manager as requested. Studies methods and procedures in operation in order to detect unnecessary steps and to improve efficiency. Observes volume of work to identify need for personnel adjustments and to evaluate machine usage. Observes status of workload and studies production reports in order to advise superiors of personnel and equipment needs and to identify impending production problems. Provides for and monitors management of the tape library and spot checks status of supplies and equipment.

2. Designs operating projects and programs. Studies typing operations proposed for automation to assure feasibility in relation to equipment available and to evaluate advantages and disadvantages of the specific proposal. Recommends the work to be programmed for automation, indicating advantages or that the project not be automated, stating reasons. For projects approved for automatic typing, reviews and assists Division Chiefs in standardizing paragraphs or other material for, and directs recording of, a permanent tape. Develops details of procedures required to produce the variable tape, including instructions for completing Division Chief work sheets through to completion of the automatic typing operations. Considers schedule of daily operations, especially the several projects having a daily time-specific deadline and the rate of receipt of urgent cases, determines whether or not action can be processed on an "as received" basis; if not, sets up specific time schedules for receipt and completion of cases. Observes initial application of the procedures

and master tape developed, checking accuracy of end product and efficiency of operations; revises programs as found necessary. Directs indexing of master tapes in accordance with procedures previously developed and assures that Division Chiefs have a copy of manuals printed from the master tape and that they are oriented to Branch requirements. Monitor programs in operation to detect problems and to improve efficiency and continuity of operations.

3. Receives visitors and telephone calls on unique, highly-complex or high-priority workload requirements. Resolves all production problems between information originators. Compiles budget information and requests for operating expenses, new or replacement equipment needs, and insures compliance with Branch security procedures.

4. Performs the full range of Supervisory personnel and administrative functions to include changing the organization of work and its assignment to positions, or justifying recommended changes to superior, establishes work priorities and coordinates with other components as required. Reviews and assures the review of work of subordinates accepting; amending or rejecting work as appropriate, participates in the development of performance standards and prepares formal evaluations of performance. Initiates requests for filling vacancies, requesting additional personnel, abolishing or modifying positions. Identifies training needs, provides or assures training is given, evaluates training and stimulates self-improvement. Approves or disapproves requests for leave. Recommends promotion, reassignments and other status changes as well as nomination for incentive awards. Resolves informal complaints and grievances. Takes affirmative action to insure that employees understand and personally strive toward meeting the goals and objectives of such special programs as Equal Employment Opportunity, Federal Women's Program, Upward Mobility and Hire-the-Handicapped. Assures that subordinates are trained and fully comply with provisions of security regulations.

Performs other duties as assigned.

SENIOR INFORMATION PROCESSING SPECIALIST - GS-6

Supervisory Controls

Supervision consists of very general instructions including the broad outline of objectives and policy guidelines, and advice on changed or revised procedures. Regularly work is performed independently and on own initiative. Supervisor is available for consultation on extremely complex or unique job requirements. Performance is evaluated on the basis of the overall efficiency of operations.

Major Duties

In a senior capacity, operates the full complex of sophisticated electronic recording devices and equipment of the component, to include single and dual tape stations automatic multi-purpose typewriter/magnetic encoder equipment operable in any one of six modes, and remote voice communication transcriber terminals; and performs a variety of related administrative and technical responsibilities in support of the component's overall mission and functions. In this respect:

1. Exercising own judgment, determines and selects the appropriate operating mode, taking under consideration the size, complexity, susceptibility to future revision requirements, the type and purpose of final output and the location of the eventual information recipient. Assimilates a fairly complex set of special code instructions for text manipulation and output creation, together with specialized machine features and the capabilities of the electronic devices used in each operating mode, to format, correct, transmit and create final output. Produces, reproduces, edits, revises and duplicates a wide variety of communications such as military and non-military correspondence, TWX's and other messages, publications, reports, studies and other documentations. Prepares special reports, special letters and manuals and other than routine typing for the command headquarters. Sets up and maintains special data bank and log for REG's, SOP's and TDS's for use by the Command Headquarters.

2. Prepares all new paragraph submissions from USAERC and USAEEC Components for permanent storage; using duplication methods, makes all updates and changes to permanent tapes storage; prepares report on any corrections or changes made for eventual disposition to concerned components. Makes all transfers to create additional tapes when needed for playout machine use. Monitors and controls changeovers from use of old paragraph tape storage to new paragraph tape storage; holds old tapes until notified by supervisor that all cases under the old system have been processed out and that the new tapes should be used. Maintains a current master record log with notations of special codes used in recording all stored tapes in the word processing center.

3. Operates remote voice communication devices to receive and record coded input from all components. Transcribes from dictated material by way of electronic device, or from source documents, inserting necessary punctuation and/or correct information and spelling to create accurate complete instruction sheets and magnetic tapes which will produce a grammatically correct and error-free document. As necessary, verified inaudible or questionable material by contacting the originator.

4. Makes a thorough check on all machine breakdowns before reporting to the supervisor. Makes minor adjustments to restore machines to operational status, if possible. Refers to the supervisor only those machine problems reserved for the supervisor or requiring the attention of a qualified equipment repairman. Maintains log sheet of all machine down-time and submits log to the supervisor on a weekly basis for reporting purposes.

5. Reviews, evaluates, and batches work to assure continuous operation on special equipped machine; reviews work performed by trained operators in response to work orders. Participates with the supervisors in the training of new employees, in trainee positions, using instructing manuals furnished with testing program included, prepares follow-up report on trainee progress and submits it to the supervisor. Proofreads and edits tape changes completed by the branch. Assumes all duties of assistant supervisor during periods of absence.

Performs other duties as assigned.

CLERK-DICTATING MACHINE TRANSCRIBER - GS-5

Supervisory Controls

Works under general supervision. Supervisor assigns work and provides advice and instructions on new or revised procedures and policies and their applicability. Work completed in final form is reviewed by spot check to insure accuracy and conformance with established form and procedure and is subject to review by originators.

Major Duties

Serves as a Clerk-Dictating Machine Transcriber in a Word Processing Center with responsibility for providing transcription, typing and related editorial and clerical services for the professional, technical, and administrative staff of an Army agency/activity. Work requires the incumbent to possess and apply a good knowledge of the highly specialized terminology characteristic of the agency/activity sufficient to allow completion of correct and accurate work with reference to the originator for such information only in rare instances. Operates one of the various type of automatic typewriters, such as, the IBM Magnetic Tape/ Selectric Typewriter, requiring manual typing, magnetic recording, playback, revision, correction, and merging of material through operation of the automatic typewriter and associated tape control unit.

1. Transcribes dictated material from recordings of all types, and from draft on occasion, into final technical and administrative reports, joint and unilateral staff papers, letters, DF's, studies regulations, articles, speeches, scripts and other paper work required by personnel of the agency. Continuously uses a wide variety of scientific, technical, new or otherwise specialized terms, referring to standard technical dictionaries, tests, unpublished research material, and similar sources to insure the accuracy of the terms involved. Prepares all work in final form, except when intermediate rough draft is requested by the originator for his further consideration or for revision of contents, wording, style, or other matters for which the incumbent is not responsible.

2. Provides editorial review of the material being transcribed and makes those changes required to eliminate colloquial and undesirable idiomatic expressions, improve clarity of expression, correct grammatical errors, or insure consistency of text with supplemental material. Assures correct punctuation, capitalization, spelling, and grammar and proper placement or arrangement of all typed material, including arranging complicated tabular and nonnarrative material to conform with complex format requirements.

3. Originates correspondence of a routine or repetitive nature based on readily available information or from brief instructions provided by the supervisor. Correspondence includes indorsements, letters of appreciation and commendation for military and civilian personnel, and replies to letters from the public.

Performs other duties as assigned.

CLERK-DICTATING MACHINE TRANSCRIBER - GS-4(Job No. DA 278)

Supervisory Controls

Works under general supervision. Supervisor assigns work and provides advice and instructions on new or revised procedures and policies and their applicability. Work completed in final form is reviewed by spot check to insure accuracy and conformance with established form and procedure and is subject to review by originators.

Major Duties

Serves as a Clerk-Dictating Machine Transcriber in a Work Processing Center with responsibility for providing transcription, typing and related editorial and clerical services for an Army agency/activity. Work involves transcription of work including either non-specialized terminology or specialized terminology which is frequently recurrent and moderately limited in volume. Operates one of the various types of automatic typewriters, such as the Magnetic Tape/Selectric Typewriter, requiring manual typing, magnetic recording, playback, revision, correction, and merging of material through operation of the automatic typewriter and associated tape control unit.

1. Transcribes dictated material from recordings of all types, and from draft on occasion, into final administrative reports, staff papers, letters, DF's, studies, regulations, articles, speeches, scripts and other paper work required by personnel of the agency. Refers to standard dictionaries, texts, information from agency files and other normal sources to insure the accuracy of the material prepared. Prepares all work in final form, except when intermediate rough draft is request by the originator for his further consideration or for revision of contents, wording, style, and other matters for which the incumbent is not responsible.

2. Provides editorial review of the material being transcribed and makes those changes required to eliminate colloquial and undesirable idiomatic expressions, improve clarity of expression, correct grammatical errors, or insure consistency of text with supplemental material. Assures correct punctuation, capitalization, spelling, and grammar and proper placement or arrangement of all typed material, including arranging complicated tabular and nonnarrative material to conform with format requirements.

3. Originates correspondence of a routine or repetitive nature based on readily available information or from brief instructions provided by the supervisor. Correspondence includes indorsements, letters of appreciation and commendation for military and civilian personnel, and replies to letters from the public.

Performs other duties as assigned.

CLERK-DICTATING MACHINE TRANSCRIBER - GS-3

This position is allocated as a GS-3 trainee position, based on requirements for less than full performance of the job described as the GS-4 (or Job No. DA-278). This position has known promotion potential and may lead to noncompetitive promotion of the incumbent to the full performance level of job number DA-278. Incumbents may receive promotions for which they are qualified subject to determination that the work being performed is properly described, and is correctly evaluated based on current Civil Service Commission Standards and DA Guides.

Supervisory controls of the position described as Job No. DA-278 are amended to reflect the following:

Works under close supervision performing duties and tasks in a developmental capacity. Receives detailed instruction and guidance. Supervision becomes progressively less as experience is gained in procedural aspects of the job. Completed work is revised with sufficient frequency to assure accuracy and adherance to established requirements.

Duties of position number 10809 are modified in accordance with additions and deletions cited below and as noted on position description number DA-278.

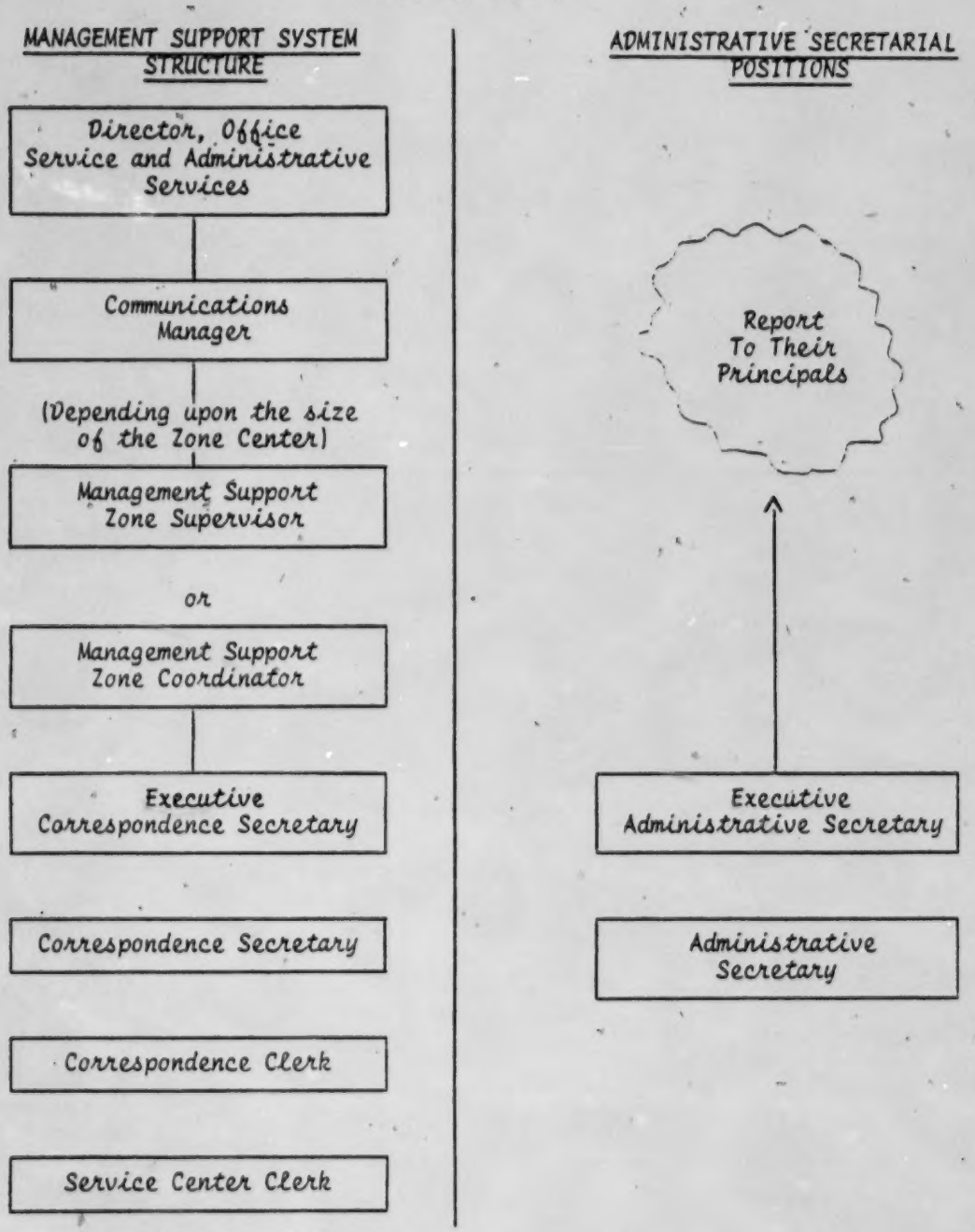
1. Incumbent performs major duty #1 stated on Job #DA-278 transcribing predominently from clean copy when revisions are indicated and format is generally unchanging. Changing formats are added as others are mastered. The speed of work is adjusted to the rate of proficiency on the machine until normal level of responsibility and rate are attained.

2. Incumbent reviews transcribed material for correct spelling, punctuation, tabulation arrangement, capitalization. Transcription of specialized terminology or unfamiliar terms and editorial review for elimination of undesirable idiomatic expressions is performed on a limited basis.

3. Incumbent may originate correspondence from specific instructions provided by the supervisor. This work is reviewed by higher graded employee before being released.

Performs other duties as assigned.

BALL CORPORATION
INTERNATIONAL HEADQUARTERS
MUNCIE, INDIANA



Career Opportunity Levels

BALL CORPORATION
INTERNATIONAL HEADQUARTERS
MUNCIE, INDIANA
POSITION DESCRIPTIONS

DIRECTOR OF OFFICE SYSTEMS AND ADMINISTRATIVE SERVICES

Primary Purpose of Position

To supervise and direct the activities of the four major departments of office systems, graphic services, office services, and administrative services, including communications. Reports and responsible to Vice President/Corporate Planning and Development.

Basic Duties:

1. Supervises, directs, and controls office systems functions and procedures, i.e. records management, forms management, etc.
2. Supervises, directs and controls graphic service functions, i.e. design, layout, graphic standards and policies, printing and production.
3. Supervises, directs, and controls office services functions, i.e. mailing and conveyor system, supplies and forms, micrographic services, furniture and equipment.
4. Supervises, directs, and controls management support center functions, i.e. transcript processing, telephones, copiers, etc.
5. Develops programs to improve efficiency and effectiveness of all administrative services.
6. Assists in training and development of staff personnel within the administrative services.
7. Reviews, recommends and implements changes in office systems and procedures where more efficient use of time can be demonstrated.
8. Expands graphic services and printing capabilities to incorporate work of other divisions and groups.
9. Coordinates total written and voice communications network throughout corporation.
10. Responsible for developing long-range plans for the above.

COMMUNICATIONS MANAGER

Primary Purpose of Position:

Performs duties related to supervising and coordinating Corporate communications and associated functions. Reports and responsible to Director - Office Systems and Administrative Services.

Basic Duties:

1. Reviews the detailed material gathered by Naremco to determine the necessity of conducting additional studies in implementing word processing.
2. Interview managers and executives to determine the administrative tasks that can be delegated to administrative assistants.
3. Develops job descriptions and the organization of the administrative support operation to be recommended to management.
4. Develops cost justifications, time schedules, and implementation plans for administrative programs to be recommended to management.

5. Prepares and gives presentations to top management, departmental groups and individuals on the approved administrative programs to be implemented.
6. Prepares pamphlets, brochures or similar materials in explaining the programs to be implemented for use in the Corporate newsletter or separate publications.
7. Investigates and recommends power typing and dictation equipment that will be used in the headquarters building.
8. Assists in defining the physical requirements of the management support centers and word processing centers.
9. Develops forms and procedures for word processing and service center functions.
10. Interviews and selects the individuals that will serve as administrative assistants, word processors and administrative service center personnel.
11. Coordinates the training of word processors and individuals needing dictation lessons.
12. Implements completely the approved administrative programs in the Corporate Headquarters.
13. Supervises Director PBX, Receptionist, teletype functions.

MANAGEMENT SUPPORT ZONE SUPERVISOR

Primary Purpose of Position:

Performs duties related to supervision, control, and flow of management support center positions, work assignments, and equipment. Reports and responsible to Communications Manager.

Basic Duties:

1. Works with executives and managers to identify clerical and secretarial work loads and provide staff support to meet these anticipated work loads.
2. Supervises all clerical and secretarial personnel within the Service Center.
3. Hires, trains, and evaluates clerical and secretarial personnel within the Service Center.
4. Monitors skills of clerical and secretarial personnel to help upgrade and provide training, schools, etc., for improvements in skills as required.
5. Maintains a minimum clerical/secretarial staff to meet the needs of the executive and professional staff.
6. Maintains adequate clerical/secretarial quality and quantity for departmental work loads.
7. Maintains even work flow among clerical and secretarial personnel.
8. Operates Redactor unit and assists whenever necessary in Service Center area.

MANAGEMENT SUPPORT ZONE COORDINATOR

Primary Purpose of Position:

Performs as coordinator of a small satellite service center zone. Distributes work, maintains a work flow and balance. Assigns and performs (support service) center duties. Reports and responsible to Communications Manager.

Basic Duties:

1. Determines work priorities; ensures confidentiality of work where required.
2. Provides complete Transcript/Processing support for several departments including correspondence, reports, memoranda, programming documents.
3. Maintains log and controls for all work, input, and output of center.
4. Provides for proofreading of all work that leaves the center.
5. Follows up with executive secretary and/or originators to assure proper completion.
6. Controls work going in and out of center.
7. Trains new personnel on equipment and Ball procedures.
8. Provides cross training and utilization of center's personnel.
9. Maintains and updates programmed data.
10. Prepares monthly activity report of input/output.
11. Follows up on use of equipment to make sure effective use is being maintained.

EXECUTIVE CORRESPONDENCE SECRETARY

Primary Purpose of Position:

Assists Zone Supervisor. Trains new personnel on equipment and Ball procedures. Performs transcript/processing duties such as transcribing, copy typing, updating and programming documents. Reports and responsible to Zone Supervisor.

Basic Duties:

1. Types confidential/sensitive work.
2. Assists in editing and proofreading.
3. Assists in training new employees.
4. Provides transcribing service from individual dictating machines, handwritten and copy materials.
5. Provides typing support for letters, memos, statistical reports, and other materials.
6. Follows up with executive administrative secretary and/or originators to assure proper completion.
7. Fills in for Corporate Staff and administrative secretaries as needed.
8. Keeps daily log of work completed.
9. Assists in maintaining and updating programmed stored data.
10. Performs all job functions of the Service Center.

CORRESPONDENCE SECRETARY

Primary Purpose of Position:

Performs transcript/processing duties such as transcribing, copy typing, fills in for Service Center Clerk. Reports and responsible to Zone Supervisor.

Basic Duties:

1. Operates Redactor single and dual units of power editing typewriters.
2. Provides transcribing service from individual dictating machines, handwritten, and copy materials.

3. Provides typing support for letters, memos, statistical reports and other material.
4. Follows up with executive secretaries and/or originators to assure proper completion.
5. Proofreads and assists when necessary in Service Center.
6. Keeps daily log of work completed.

CORRESPONDENCE CLERK

Primary Purpose of Position:

To receive training in the Management Support Center. Reports and responsible to Zone Supervisor.

Basic Duties:

1. Receives training on Redactor.
2. Provides typing support at direction of Zone Supervisor.
3. Answers telephone.
4. Assists in Service Center by performing miscellaneous duties, e.g., collating, stuffing, sorting, copying, delivery and pickup of mail, etc.

SERVICE CENTER CLERK

Primary Purpose of Position:

Provides mail and support for supplies and services pertinent to departments within a grouping and Management Support Center. Reports and responsible to Zone Supervisor.

Basic Duties:

1. Sort, batch, distribute, and pick up mail hourly.
2. Takes inventory and maintains a list of stocks, supplies, and forms.
3. Sends for supplies and special printing requests.
4. Takes packages to be mailed to mail room when package is too large to be sent on the conveyor.
5. Distributes, logs, and maintains supplies.
6. Operate and maintain supplies of transparency equipment.
7. Maintains and makes minor repairs to copier.
8. Performs miscellaneous duties - e.g., collating, stuffing, sorting, stapling reports, updating manuals (management, data, corporate planning book, etc.), wrap packages to be mailed, types labels.
9. Proofreads for Transcript/Processing Center.
10. Receives training on Redactor for backup support.
11. Sets up and maintains files according to uniform subject and consumer requirement. Create suspense file of all media taken from files and follows through to ascertain that it is returned.
12. Types miscellaneous material.
13. Assists and supports service center throughout the system when required.
14. Performs other related duties as required.

EXECUTIVE ADMINISTRATIVE SECRETARY

Primary Purpose of Position:

Assists in handling and coordinating information and related administrative support for one or more executives. Reports and is responsible to these executives.

Basic Duties:

1. Performs secretarial duties including typing personal and sensitive material, shorthand, mail, telephone, etc.
2. Forwards general, statistical and confidential dictation of all media to Transcript/Processing Center.
3. Proofreads and revises/corrects transcribed material for submitting to executives.
4. Maintains file system based upon company records management program.
5. Screens and distributes mail to proper individual for follow-up as required.
6. Establishes and maintains required follow-up on reading/action file, office file, and follow-up schedule.
7. Performs research analysis, report writing and, where applicable, creates drafts and charts in accordance with executive's direction.
8. Composes and dictates correspondence for executive's approval and signature.
9. Prepares presentation material from drafts or detailed instructions.
10. Coordinates travel arrangements for executives.
11. Maintains awareness of activities within executive's scope of operation.

ADMINISTRATIVE SECRETARY

Primary Purpose of Position:

Provides necessary secretarial support for any given department or group and is responsible to the manager or director of that unit or department.

Basic Duties:

1. Performs secretarial duties including typing of personal or sensitive material, shorthand, mail, telephone, etc.
2. Forwards dictation (all media) to Transcript Processing center.
3. Maintains file system based upon the company records management program.
4. Schedules appointments, maintains manager's calendar and alerts individuals to staff commitments.
5. Proofreads transcribed dictation.
6. Keeps calendar of reports due with adequate advance notice to supervisor or manager for preparation.
7. Prepares and processes cash advance and expense reports, under manager's direction.
8. Collects data and performs research projects at request of managers.

REDACTRON CORPORATION
A SUBSIDIARY OF
BURROUGHS CORPORATION
POSITION DESCRIPTIONS

MARKETING SUPPORT BRANCH SUPERVISOR

Summary of Position

Supervises and coordinates support functions in the assigned geographic area to assure they effectively contribute to the revenue attainment, and to assure uniformity of customer service.

Reporting Structure

Reports directly to the Branch Manager for day-to-day activities. Reports on a dotted line basis to the Regional MS Manager for coordination in uniformity in branches, intra-regional installations, and company sponsored educational programs.

Major Duties

Branch MSR Management

1. Responsible for interviewing the most qualified applicants secured in the preliminary interviews in conjunction with the Branch Manager prior to final interview and decision by the Regional MS Manager and Regional Sales Manager. Lends Advice and Counsel relative to selection of the most qualified applicant.
2. Assures that new MSR's complete the pre-school program and attend the first level MSR training school.
3. Reviews with the Branch Manager the MSR's progress and provides suggestions and counsel for improving MSR performance.
4. Assures that in-house audio/visual training is implemented in the Branch.
5. Assures uniformity with other branches regarding customer files, follow-up visits, and standard demonstration books.
6. Receives and reviews on a weekly basis the Planning and Activity Record of the MSR's (refer to Reporting Policies, Section III). Submits these records to the Regional MS Manager.
7. Submits his/her Planning and Activity Record (refer to Reporting Policies, Section III) on a weekly basis to the Branch Manager and reviews his/her progress. Submits this record to the Regional MS Manager.
8. Reviews the expense reports for the Branch MSR's and submits copies to the Regional MS Manager.
9. Disseminates Redactron educational releases to MSR's and provides periodic checks to assure they know the contents.

Customer Education

1. Coordinates all in-house training with the MSR's. Conducts training sessions as the need arises.
2. Instructs and supervises at all major accounts, including system design (special applications, setting up word processing centers, etc.).
3. Coordinates all follow-up activities with the MSR's. Performs follow-up activities as the need arises.

Surveys

As requested by the salesman and as time permits:

1. Presents the Advice and Counsel Program to a prospect once the program has been sold by the salesman.
2. Provides consulting service to a prospect who is using Advice and Counsel.
3. Assists the salesman in surveys in large accounts only.
4. Assists the salesman in analyzing the results of a large survey.

NOTE: The MSR does not write proposals for the salesman.

Equipment Demonstrations

Coordinates all equipment demonstrations with MSR's as requested by the salesmen and as time permits. It is preferable that the supervisor perform these demonstrations since they are more experienced and it may close a sale.

NOTE: If training and follow-up will suffer, the salesmen should perform their own demonstrations.

The MSR Supervisor should be able to perform and instruct other MSR's on:

1. Interest Getting Demonstrations at business shows, meetings, and seminars. The objective is to obtain a future sales call. This is best accomplished by maintaining a standard general product demonstration book, as well as major market areas (Legal, Hospital, Insurance, etc.).
2. Instructional-Selling Demonstration to a prospective operator. The objective is to sell the operator on the Redactor system. This is best accomplished by relating increased productivity over the present system (including competition if a current user) using the Redactor functions/features.
3. Closing Equipment Demonstration as requested by the salesman, the MSR should program the prospect's work prior to the "closing presentation". If required as visual proof to close the order, the MSR could then perform the equipment demonstration under the direction of the salesman.

Administrative

1. Coordinates up-to-date records of customer files. This includes training time, evaluation forms, samples of applications, record of follow-up (telephone and field visits) service problems and any other problems relating to the account.

MARKETING SUPPORT REPRESENTATIVE (Branch Level-where there is an MSR Supervisor)

Summary of Position

The Marketing Support Representative's primary function is training and re-training customer operators in the basic and optional equipment. This means a responsibility to the field engineers to assure proper training so that unnecessary service calls are avoided due to operator error.

As directed by the MSR Supervisor and as time permits, the MSR may perform follow-up activities (by telephone or company visitations) and may perform in-house demonstrations.

Reporting Structure
Reports Directly to the MSR Supervisor.

Major Duties
Customer Education
1. Obtains the customer's applications prior to training. This enables proper course design.
2. Obtains the information in Part I of the Correspondence Secretary's Appraisal Report prior to training (see Exhibit I).
3. Confirms operator training dates and time through a confirmation letter.
4. Trains operators in the Redactron sales office using the Redactron Operators Training Program. The Program may be implemented to only train on the customer's application.
5. Trains operators on the Redactor options.
6. Trains the operators to determine if a problem is related to operator error or a service problem.
7. The MSR is available by telephone to customers at all times.
8. Follows-up as directed by the MSR Supervisor in the customer's office the week following basic training to assure the account is running smoothly.
9. As requested by the Branch MSR Supervisor, for the first 90 days follows up by telephone at least once every two weeks to assure the installation is running smoothly.
10. As directed by the Branch Supervisor, follows up in the customer's office to assure the installation is running smoothly.
11. As a result of follow-up informs the Branch Supervisor of training deficiencies, additional applications, and additional equipment requirements.

Equipment Demonstrations
As requested by the MSR Supervisor and as time permits, performs in-house instructional demonstrations . . .

An Instructional - Selling Demonstration is to a prospective operator. The objective is to "sell" the operator on the Redactor system. This is best accomplished by relating increased productivity over the present system (including competition if a current user) using the Redactor functions/features.

Administrative Duties
1. Submits a completed Correspondence Secretary's Appraisal Form (Part I and Part II) to the MSR Supervisor (refer to Exhibit II).
2. Submits specialized applications to the MSR Supervisor including market areas.
3. Completes the Planning and Activity Record (refer to Reporting Policies, Section III) to the MSR Supervisor on a weekly basis.
4. Keeps up-to-date with expense reports and submits to the MSR Supervisor.

Equipment Demonstrations

As requested by the salesman as time permits the MSR should perform the following:

NOTE: If training and follow-up will suffer, the salesman should perform their own demonstrations.

1. Interest Getting Demonstration at business shows, meetings, and seminars. The objective is to obtain a future sales call. This is best accomplished by maintaining a standard general product demonstration book, as well as major market areas (Legal, Hospitals, Insurance, etc.).
2. Instructional - Selling Demonstration to a prospective operator. The objective is to sell the operator on the Redactor system. This is best accomplished by relating increased productivity over the present system (including competition as a current user) using the Redactor functions/features.
3. Closing Equipment Demonstration as requested by the salesman, the MSR should program the prospect's work prior to the "closing presentation". If required as visual proof to close the order, the MSR could then perform the equipment demonstration under the direction of the salesman.

Administrative Duties

1. Maintains an up-to-date account record on each of the assigned customers. This should include training time, evaluation forms on operator training, samples of applications, record of follow-up (telephone and field visits), service problems, and any other problems relating to the account.
2. Maintains a file system for specialized applications, including market areas.
3. Maintains a current general demonstration book for Redactor systems.
4. Maintains a current file of work processing articles to keep up-to-date with the state-of-the-art.
5. Completes the Planning and Activity Record on a weekly basis and submits to the Branch Manager and Regional MS Manager.
6. Keeps up-to-date with expense reports and submits a copy to the Regional MS Manager.

ADMINISTRATIVE MARKETING SUPPORT REPRESENTATIVE

Summary of Position

Provides Administrative Support to the Branch office.

This position provides a training ground for an MSR position in that all typing functions are performed on a Redactor and the ins-and-outs of corporate philosophy are learned by performing miscellaneous administrative duties.

Reporting Structure

Reports directly to the Branch Supervisor. Performs Secretarial duties for all Branch personnel.

Administrative Duties

1. Answers the telephone and refers calls to the appropriate sales representative, marketing support representative, or field engineer.
2. Types on the Redactor proposals, internal correspondence, and may program the MSR Supervisor.

As Time Permits And if the Administrative MSR Does Not Have To Do In-House Training or Demonstrations, May Perform the Following:

3. Maintains educational releases from corporate headquarters.
4. Assists in prospect account selection using telemarketing techniques, Standard and Poors, newspapers, etc.
5. Designs direct mail letters and develops standard mailing lists on the Redactor.
6. Follow-up telephone calls regarding direct mail campaigns.
7. Maintains current list of equipment inventory.
8. Processes orders for equipment and supplies.

Major Duties

Customer Education

1. Dependent on the size of the Branch and clerical duties necessary, may conduct in-house training sessions using the Redactron Operators Training Program.
2. Refers service calls to field engineering once it is determined it is not an operator error.

Demonstrations

1. Dependent on the size of the branch and clerical duties necessary, may perform in-house Instructional Selling Demonstrations to a prospective operator. The objective is to sell the operator on the Redactor system. This is best accomplished by relating increased productivity over the present system (including competition if a current user) using the Redactor functions/features.

MARKETING SUPPORT REPRESENTATIVE (Branch Level - where only one MSR is required for support)

Summary of Position

The MSR will work in accounts assigned by the Branch office in support of the sales effort. The MSR also has a responsibility to the Field Engineers to assure proper training so that unnecessary service calls are avoided due to operator error.

After formal training from the Redactron Education Center, the MSR will be provided additional assistance from the Regional Marketing Support Manager assigned to the geographic location.

Independence

The individual holding this position works under the direct supervision of the Branch Manager.

Major Duties

Customer Education

1. Conducts a pre-installation call in the customer's office prior to operator training to gather information pertinent to training. This enables the MSR to inform the customer about what can be expected in relation to training and to establish training dates.
2. Confirms operator training dates and time through a confirmation letter.
3. Trains operators in the Redactron sales office using Redactron Operator Training Program. The Program may be implemented to only train on the customer's application(s).
4. Trains operators on the Redactor options, including communications.
5. Trains operators in specialized applications. If the customer has several applications, a plan should be outlined for phasing each application one-by-one.
6. Trains the operators to determine if a problem is related to operator error or a service problem.
7. Assists customers in designing applications manuals via boilerplate material provided by the Redactron Education Department.
8. Assists customers in designing work flow procedural manuals via boilerplate material provided by the Redactron Education Department. This includes report and control forms to justify the Redactron system to the customer's management.

Customer Follow-Up

1. The MSR is available by telephone to customers at all times.
2. For the first 90 days, follows up by telephone at least once every two weeks to assure the installation is running smoothly. In a major account, this procedure could be on-going.
3. Follows-up in the customer's office as directed by the salesman or once every two months to assure the installation is running smoothly.
4. Informs the salesman of additional equipment requirements as a result of follow-up.
5. Determines training deficiencies and provides refresher training, as required.

Surveys

As requested by the salesman and as time permits:

1. Presents the Advice and Counsel Program to a prospect once the Program has been sold by the salesman.
2. Provides consulting service to a prospect who is using the Advice and Counsel Program.
3. Assists the salesman in surveys in large accounts only.
4. Assists the salesman in analyzing the results of a large survey.

NOTE: The MSR does not write the proposal for the salesman.